

Task Order No. 832
Contract No. PCE-I-00-96-00002-00

**Egyptian Environmental Policy Program
Program Support Unit**

**FINAL REPORT UNDER EPIQ I
September 1999 - September 2002**

submitted to
**U.S. Agency for International Development
Cairo**

by
**Environmental Policy and Institutional Strengthening Indefinite Quantity Contract
(EPIQ)**

International Resources Group, Ltd.

Preface

The U.S. Agency for International Development (USAID) awarded a multi-year contract to a team managed by International Resources Group, Ltd. (IRG) to support the development and implementation of environmentally sound strategic planning, and strengthening of environmental policies and institutions, in countries where USAID is active. Under this contract, termed the Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ), IRG has been assisting USAID/Egypt with implementing a large part of the Egyptian Environmental Policy Program (EEPP).

The Egyptian Environmental Policy Program is a multi-year activity to support policy, institutional, and regulatory reforms in the environmental sector, focusing on economic and institutional constraints, cleaner and more efficient energy use, reduced air pollution, improved solid waste management, and natural resources managed for environmental sustainability. USAID engaged the EPIQ contractor to provide Program Support Unit (PSU) services to EEPP for the period September 1999 through September 2002. The PSU has had responsibilities of providing overall coordination of EEPP technical assistance, limited cross-cutting expertise and technical assistance to other Egyptian agencies, and most of the technical assistance to EEAA for achieving its policy measures. The EPIQ team has included the following organizations:

- Prime Contractor: International Resources Group
- Partner Organization:
 - Winrock International
- Core Group:
 - Management Systems International, Inc.
 - PADCO
 - Development Alternatives, Inc.
- Collaborating Organizations:
 - The Tellus Institute
 - KBN Engineering & Applied Sciences, Inc.
 - Keller-Bliesner Engineering
 - Conservation International
 - Resource Management International, Inc.
 - World Resources Institute's Center For International Development Management
 - The Urban Institute
 - The CNA Corporation.

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Abbreviations and Acronyms

ATF	Agency Task Force
DT2	Development Training 2 Project .(provides training in support of EEPP)
EEAA	Egyptian Environmental Affairs Agency
EEPP	Egyptian Environmental Policy Program (a USAID-funded program aimed at achieving a series of environmental policy reform performance objectives)
EMU	Environmental Management Unit (of the governorates)
EPA	Environmental Protection Agency (of the U.S.)
EPF	(Egyptian) Environmental Protection Fund
EPIQ	Environmental Policy and Institutional Strengthening Indefinite Quantity Contract. This is a contract issued by USAID's Global Bureau that enables environmental policy services to be provided to USAID missions worldwide.
GIS	geographical information system
GOE	Government of Egypt
IRG	International Resources Group, Ltd. (a Washington DC-based consulting firm that is prime contractor for USAID's EPIQ contract)
MOEA	(Egyptian) Ministry of State for Environmental Affairs
MoV	Means of Verification (for the policy measures in EEPP)
MVE	Monitoring, Verification, and Evaluation (MVE is a the USAID-funded unit established to monitor, verify and evaluate progress of EEPP)
NEDCMP	National Environmental Disaster Contingency Management Plan
NGO	Non-governmental organization
ODC	Other direct costs (in PSU's budget)
PFTC	Planning, Follow-Up, and Technical Cooperation (department of EEAA)
PSU	Program Support Unit (the name of the USAID-funded contract that provides overall coordination for the EEPP, as well as technical assistance to EEAA under the EEPP)
RBO	Regional Branch Office (of the EEAA)
TDA	(Egyptian) Tourism Development Authority (attached to the Ministry of Tourism)
USAID	U.S. Agency for International Development

1. Introduction

Context of This Report

The U.S. Agency for International Development (USAID) contracted International Resources Group, Ltd. (IRG) to implement a major component of the Egyptian Environmental Policy Program (EEPP). This component is the *Program Support Unit* (PSU), funded by Task Order 832 of USAID's Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ), IQC Contract No. PCE-I-00-96-00002-00. The original task order carried an effective date of 1 September 1999. It was modified eight times, as described below in **Table 1**.

Table 1. Modifications to Task Order 832, Program Support Unit (PSU).

Modification No.	Purposes	Date of Modification
1	Extend project completion date by six months to 31 August 2001. Introduce additional work within the SOW. Increase the ceiling on the Task Order to \$12,204,699 and LE 119,000. Increase the incremental funding obligation. Revise the budget to reflect these changes.	28 Feb 2000
2	Extend the completion date to 30 September 2001.	8 Aug 2000
3	Extend the completion date to 29 March 2002. Increase the incremental funding obligation.	19 June 2001
4	Increase the incremental funding obligation.	14 Nov 2001
5	Extend the completion date to 16 May 2002. Increase the incremental funding obligation.	2 April 2002
6	Extend the completion date to 31 July 2002. Increase the ceiling on the Task Order to \$14,004,699 and LE 119,000. Increase the incremental funding obligation. Revise the budget to reflect these changes.	30 May 2002
7	Increase the incremental funding obligation.	1 July 2002
8	Extend the completion date to 30 September 2002. Increase the incremental funding obligation. Increase the ceiling on the Task Order to \$14,454,695 and LE 119,000.	24 July 2002

The design of the EEPP followed negotiations between the Government of the United States, acting through USAID, and the Arab Republic of Egypt, acting through the Egyptian Environmental Affairs Agency (EEAA) of the Ministry of State for Environmental Affairs, the Ministry of Petroleum's Organization for Energy Planning, and the Ministry of Tourism's Tourism Development Authority. These negotiations

culminated with the signing of a Memorandum of Understanding in May 1999. Four additional partner agencies joined the EEPP after March 2001: the governorates of Cairo, Qalyubiya, and Alexandria; and the Egyptian Holding Company for Natural Gas.

The EEPP is similar to other sector policy programs supported by USAID/Egypt, and is characterized by:

- a series (tranches) of several policy reform benchmarks to be accomplished over five years;
- U.S. dollar cash transfers to the GOE as the policy benchmarks are achieved; and
- technical assistance for pilot projects, technology transfer, management training, and sectoral analyses to further the policy implementation.

The financial resources allocated to the EEPP were an original target of \$110 million for cash transfers, supported by technical assistance originally estimated at \$60 million. The PSU is one of eight providers of technical assistance within this broad framework of the EEPP.

USAID has announced its intentions to support the EEPP into year 2004. While USAID is continuing the PSU under a new and different contract, this report closes out the phase of the PSU covering its first 37 months from September 1999 through September 2002, during which the project was funded by USAID's Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ I). This period of 37 months overlaps all of Tranche I and approximately half of Tranche II in terms of EEPP's current time horizon.

Role of the PSU

The EEPP supports policy, institutional, and regulatory reforms in the environmental sector. It focuses on reducing economic and institutional constraints to effective environmental management, producing cleaner and more efficient energy, reducing air pollution, improving solid waste management, and managing natural resources for environmental sustainability.

Within the EEPP, the PSU has been the largest single component in terms of personnel and budget. Its main role is the provision of technical assistance for many of EEPP's policy objectives through its prime counterpart, the EEAA. Additionally, the PSU has had cross-cutting functions as secretariat for the program's Executive Committee; as organizer and sponsor of program-wide events; and as producer and disseminator of materials about and for EEPP through a newsletter and website.

More specifically, it is useful to review the set of eleven functions for the PSU as described within the original language (September 1999) of Task Order 832 (pp. 10-11), plus a twelfth function added by the first contract modification (February 2000):

1. Provide overall technical assistance coordination for the EEPP, including close collaboration with the other technical assistance components, such as the Monitoring, Verification, and Evaluation (MVE) and Environmental Awareness activities.
2. Provide specialized technical assistance to the EEAA Agency Task Force and Working Groups.
3. Take actions to foster information sharing, liaison, collaboration, and coordination among the Agency Task Forces and Working Groups.
4. Provide technical assistance to each EEPP partner in cross-cutting areas such as economic analysis, institutional strengthening and capacity building, and policy analysis and formulation.
5. Track and work with all EEPP implementing mechanisms to coordinate overall EEPP technical assistance activities.
6. Review quarterly Agency Task Force reports for content and consistency with a focus on management for results.
7. Develop the overall quarterly EEPP progress report for the Program's Executive Committee.
8. Provide the primary technical assistance needed to develop and coordinate the EEPP Tranche II and III policy benchmarks and means of verification.
9. Provide information and technical support as requested and approved by USAID to the Monitoring, Verification, and Evaluation (MVE) and Environmental Awareness programs.
10. Provide secretariat support to Subcommittee III of the Gore-Mubarak Partnership for Economic Growth and Development.
11. Help to coordinate training plans within EEPP and with other training programs, such as DT2.
12. Implement an integrated environmental management system to reduce industrial discharges of air pollutants, water pollutants, and hazardous wastes in 10th of Ramadan Industrial City.

Looking back from September 2002, most of the PSU's effort -- both in financial terms and human resources -- has been invested in direct technical assistance (i.e., #2 and #12 preceding) to support policy objectives. While the PSU has invested heavily in training

(#11 preceding), it has been supported principally through funds provided by the training component (DT2), with PSU supplying a modest complement of resources.

2. Services Provided

PSU's services over the past three years are best described as hybrids of functions and themes. They are presented below in the following order: policy objectives, program support, training and workshops, communications, and management and administration.

Policy Objectives

Tranche I and II specify policy objectives to be evaluated for cash transfer, as well as additional technical assistance for which there is no cash transfer. The PSU has provided professional services in support of both.

Tranche I of the EEPP established 16 policy objectives, of which 13 were coordinated by the PSU (see **Appendix A**), referencing PSU's original contract and first modification. Tranche II of the EEPP began in April 2001 with 10 policy objectives, of which four have been coordinated by the PSU (see **Appendix B**). In Tranche I the PSU had responsibility for certain policy objectives (e.g., air quality and solid waste management) which USAID subsequently assigned to other contractors in Tranche II. Some policy objectives were discontinued after Tranche I (e.g., related to EIA).

On the other hand, the scale and complexity of the PSU's role in other areas expanded in Tranche II, especially in institutional strengthening, use of economic instruments for environmental management, strengthening of the Environmental Protection Fund, reduction of industrial pollution, and conservation of Red Sea resources. Tranche II is expected to continue through June 2003, and its policy benchmarks will be completed before or at that date.

The PSU's approach for policy objectives has relied on trying to build solid working relationships with EEAA's Agency Task Force (ATF) and technical working groups for the EEPP. Usually this has meant professional pairings between personnel in PSU (including a wide range of consultants) and personnel in EEAA. Some of these have worked out very well, and have been instrumental in achieving considerable programmatic success; others have been less successful.

Program Support

In this category are the following:

- commodities and furnishings for EEAA;
- operational support for EEAA; and
- cross-cutting services for the benefit of the EEPP.

The PSU has made substantial purchases of commodities and furnishings to help the EEAA carry out its roles and responsibilities. Most of this procurement has been in support of activity for Red Sea conservation. This refers to office furniture, computers and software, vehicles, GIS equipment, SCUBA equipment, mooring buoys, monitoring equipment, cameras, and other capital equipment and supplies to develop the physical infrastructure for Red Sea rangers and PSU personnel assigned to the Red Sea. Beyond September 2002, procurement in support of infrastructure at the Red Sea will continue -- both to complement what is already in place, and to enable EEAA to strengthen its presence in the southern zone.

A second dimension of PSU's procurement is to help build infrastructure at EEAA's regional branch offices (particularly in the Middle Delta), and in 10th of Ramadan Industrial City. This refers mainly to office equipment and furnishings, emphasizing computers and software, although most of this procurement remains for PSU's next phase.

The PSU has contributed towards operational support for EEAA mainly in the form of covering expenses for the Red Sea rangers. This refers to telecommunications, vehicle maintenance and repair, office maintenance and repair, boat rentals, ranger travel and transportation, office supplies and utilities, ranger uniforms, GIS supplies, diving insurance, and so on.

Finally, the PSU's activities have included a variety of cross-cutting services intended to interconnect and strengthen the EEPP as a whole. For example, the PSU has provided salary and office support for EEPP's Program Coordinator and for the U.S. EPA's liaison in Egypt. It has organized program-wide planning events, facilitated meetings of EEPP's Executive Committee, convened meetings of the team leaders of the respective EEPP components, coordinated arrangements for Environment 2001, and coordinated a gender assessment of the EEPP.

Communications

Communications can be considered an extension of the PSU's program support, highlighted above. Since early in year 2000 the PSU has had primary responsibility for developing EEPP's website, even though the site did not go on-line until early 2002. To provide internal communications for audiences closest to the EEPP, the PSU produced and distributed 27 issues of the E-News between November 2000 and September 2002. Moreover, the PSU has produced banners and other exhibit material for events sponsored by EEPP and/or EEAA, and has coordinated the initial activities of a working group of communication specialists across the components of the EEPP. It has provided translations of materials from Arabic to English and vice versa. Finally, the PSU has written and distributed a series of "success stories" for EEPP audiences, although starting only recently.

Training and Workshops

Training has occurred at many levels, and by means of several modes and delivery mechanisms. These range from observational study tours in the U.S. to locally-provided courses. In subject matter, the training has spanned a gamut from disaster management to marine biology to strategic planning to inspection of oil refineries to training in English language – to name only a few of the thematic areas (see **Appendix C**).

Most implementation of the training has been the responsibility of EEPP's DT2 component (contracted to the Institute for International Education). Yet the PSU has influenced the content and design ("specifications") of training through the inputs that its technical units relay to the PSU's Training Coordinator. It is anticipated that PSU's training via DT2 will largely conclude during the final calendar quarter of year 2002. Training that remains for year 2003 will be delivered mainly through the medium of workshops.

The term "workshops" is used here generically to refer to a broad mix of PSU's conferences, seminars, colloquia, consultative sessions, training sessions, technical presentations, and other events. Costs have ranged from over \$70 thousand for a conference and series of consultative sessions on cleaner production (May 2002) to small gatherings of only a few persons at modest or nil cost to the project.

As with training, the workshops have been an important vehicle in support of the policy objectives. In early 2002 the PSU hired a Workshops Coordinator to take over the increasing logistical and administrative load on PSU attributable to its workshops. Dozens of workshops remain for PSU to implement after September 2002.

Management and Administration

IRG -- in coordination with subcontractors Winrock International, EcoConserve, and Nile Consultants – have provided the management services for the PSU. This refers to personnel recruiting and supervision, financial accounting and reporting, technical supervision and quality control, and overall systems management of the project. The PSU has occasionally drawn in managers from the Washington offices of IRG and Winrock. For the most part, however, the project is managed by a combination of expatriate and Egyptian staff stationed in Cairo and Hurghada.

3. Resources Utilized

Professional Services

As the single largest component of the EEPP, the PSU has drawn upon a large pool of professional services (approximately 99 person-years in 37 months). The table below

(**Table 2**) reports the labor input through September 2002 by category, and shows that Egyptians comprised 73 percent of the total effort.

Table 2. Division of PSU's Level of Effort by Employment Categories.

Labor Category	Total Days Expended
U.S. long term	5,395
U.S. short term	1,509
Egyptian long term	15,757
Egyptian short term	3,085
TOTAL	25,746

The division of PSU's labor by functional category is easily summarized. One-half (50%) of the total effort was invested in policy objectives, while another one-fourth (25%) was invested in cross-cutting program support. The other one-fourth of the labor effort comprises the remaining categories described in Section 2 preceding (i.e., 16% management and administration, 5% communications, and 4% training and workshops).

Financial Resources

EPIQ Task Order 832 was signed on September 1, 1999 with an original financial ceiling of \$9,313,395 and completion date of February 28, 2001. The Task Order was amended eight times to extend the final completion date to September 30, 2002 and to increase the final ceiling to \$14,454,695 and LE 119,000.

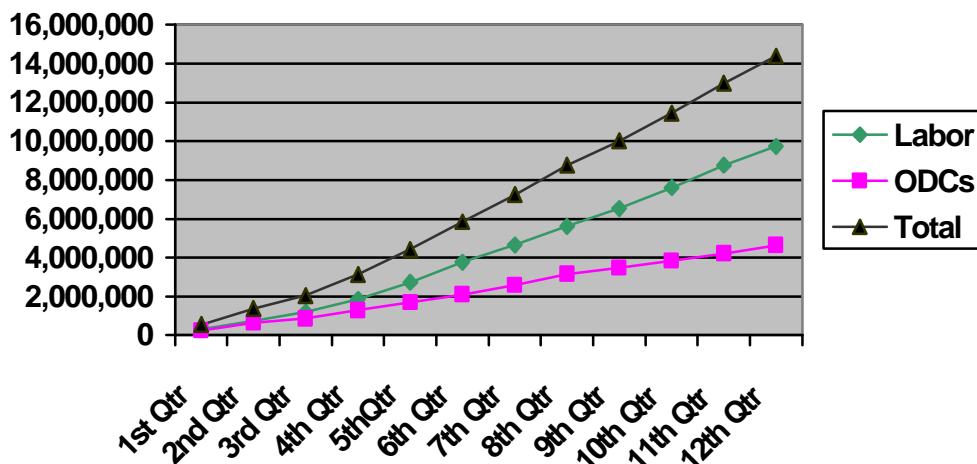
IRG estimates that a final accounting will show that 99.5 percent of the allocated funds in the task order were expended. **Table 3** disaggregates these expenditures by budget line. Just over two-thirds of total expenditures are for labor, and just under one-third are for other direct costs (ODCs).

Table 3. PSU's Total Expenditures by Budget Category.

Budget Line Item	Revised Mod 8 Budget	Total Expenditures Through 2002*	Projected July Expenditures Aug 2002	Projected Expenditures Sept 2002	Total Expenditures through Sept 2002	Projected
Labor	\$9,741,079	\$9,117,749	\$327,000	\$290,540	\$9,735,289	
Travel	\$807,950	\$712,457	\$8,452	\$12,450	\$733,359	
Allowances	\$1,059,874	\$932,461	\$26,000	\$45,260	\$1,003,721	
Miscellaneous	\$2,790,792	\$2,662,318	\$65,414	\$76,250	\$2,803,982	
NGO Operational Support	\$55,000	\$32,156	\$8,435		\$40,591	
Demobilization costs				\$70,000	\$70,000	
Total	\$14,454,695	\$13,457,141	\$435,301	\$494,500	\$14,386,942	
	and LE 119,000					

Figure 1 below presents total cumulative quarterly expenditures, by labor and ODCs, as a function of time for the duration of Task Order 832. The trend shows steady and almost linear growth of the PSU's cumulative expenditures since its 5th quarter.

Figure 1. PSU's Total Expenditures (in U.S. dollars) by Quarter.



4. Achievements and Impacts

Given that the EEPP is only three years old, there has been little time for impacts on environmental quality and sustainability of natural resources to be perceived and evaluated. Moreover, assessment is constrained because the EEPP is complicated in its design and partnerships, and because there are few precedents in the world for bilateral programs that use financial transfers to reward governments for improving their environmental policies. While USAID/Egypt has considerable prior experience with policy reform programs in other Egyptian sectors, the issues of environmental policy are particularly challenging in the way that they cut across and sometimes fall outside of institutional boundaries. The PSU, as the single largest player in the EEPP, has been at the center of these complexities. This also suggests that the achievements and impacts of the PSU cannot be separated from the achievements and impacts of the EEPP overall.

Achievements in Policy Objectives

It is useful to begin with MVE's verification report for Tranche I (*Verification for Disbursement of Policy Reform Implementation, End of Tranche I, July 2001*). For the policy work of PSU with EEAA, the MVE considered that 7 of 8 policy reforms were achieved. The only measure not achieved was creation of a larger Red Sea protectorate, and that because EEAA decided against enlargement until it has greater management capacity in place. To provide another dimension of achievement, the MVE concluded

that EEAA/PSU had completely met 20 of 23 means of verification, and had partially met another 2 of them. The MVE concluded (*on p. iv of its executive summary*): “The very high percentage of Tranche I policy measures achieved demonstrates significant success of the program in meeting agreed upon milestones set forth in the Memorandum of Understanding.”

The end of Task Order 832 for the PSU is not the end of its workplan for Tranche II, and thus an assessment of PSU’s policy achievements is highly incomplete at this stage. At the end of September 2002, the PSU was close to completion and delivery of one or two means of verification from among a total of 17. Another yardstick of the PSU’s unfinished policy work in Tranche II is the percent completion of its current workplan: as of 30 June 2002, 121 of 411 subtasks were at least 75 percent complete. IRG anticipates being able to successfully conclude all policy measures by the end of June 2003.

Achievements in Program Support

Has the PSU provided the right quantity and quality of infrastructural, operational, and cross-cutting support to the EEPP? On matters of program support, perspectives can vary because of different sets of expectations and information. IRG’s position is as follows:

- The Red Sea operations of EEAA’s Nature Conservation Sector would be nearly nil if not for USAID’s contributions through the PSU and USAID’s predecessor project at the Red Sea. However, it is not a measure of success that to date, most of the rangers’ expenses and much of their infrastructure have been funded by the PSU. An important but still unachieved goal in Tranche II is to have EEAA cover at least half of these expenditures. The matter of what is to be paid for by the PSU, and the monetary limits on these expenditures, continue to be unclear and occasionally contentious.
- Without technical (non-policy) assistance from the PSU, the EEAA’s initiatives to create and strengthen an Inspection Unit, an Environmental Protection Fund, and a National Environmental Disaster Contingency Management Plan would have been considerably weaker. The same can be said of efforts to put in place an environmental management system for 10R Industrial City. However, just as in the preceding case of PSU’s support for the Red Sea rangers, the dependency issue looms large.
- The PSU believes that it has responded quickly and effectively when called upon to coordinate and provide resources for program-wide events (e.g., Environment 2001, the ceremony at Misr Petroleum to announce Tranche II, the EEAA’s workshop for NGOs, the gender assessment of EEPP, etc.). However, PSU perceives that this support has been undervalued by others, which may suggest that it has been “invisible” to all except the PSU, or that these events have not mattered significantly for the track record of the EEPP.

Impacts: A Prospective View

As noted, the three years of PSU's existence are too few from which to gauge its impacts. Instead, the view has to be one of prospective impacts extrapolated from progress to date. The following are four hopeful results that the GOE will achieve with PSU's assistance:

- Genuine changes in several environmental policies that provide positive net benefits for Egypt, and that demonstrate that such changes are within the country's reach;
- Deepened professional capacity in the GOE for strategy and decision making on matters of significant environmental importance;
- Opportunities for younger professionals (Red Sea rangers, junior officers in EEAA, young personnel in EEAA's regional branch offices, etc.) to position themselves to become qualified leaders in the years ahead; and
- An elevated platform for the Ministry of State for the Environment and the EEAA to earn respect from the top levels of Egyptian authority and an informed segment of the Egyptian population.

These higher-level indicators are not easily quantified, nor even directly observable. Nevertheless, the PSU's personnel have been reminded on many occasions to look past day-to-day problem solving in order to maintain the larger vision about where the work should lead in the long term.

Appendix A:

Policy Objectives for EEAA and PSU, Tranche I

The following table was excerpted from the May 1999 MOU signed between the GOE and USAID. It presents the policy objectives and policy measures that EEAA was seeking to achieve, with IRG's technical assistance

OBJECTIVES	TRANCHE 1 POLICY MEASURES
Reforms overcoming cross-cutting institutional, financial, and economic constraints:	
1: Build capacity of EEAA to provide long-term strategic planning and environmental policy formulation and analysis	No policy measures were established for this tranche
2: Integrate the environmental dimension in national planning and development programs	No policy measures were established for this tranche
3: Decentralize core environmental management functions to regional, governorates, and local levels	MOEA/EEAA develops and issues decree approving policies and operational procedures for Regional Branch Offices
4: Establish system for periodic review and modification of air emission standards	No policy measures were established for this tranche
5: Establish and activate a mechanism through which Environmental Protection Fund (EPF) resources are broadly used to support a range of environmental policies and activities	Appointment of the full EPF Management Committee. Development and adoption by the Management Committee of the Operations Manual which includes fund policies, administration and personnel procedures, financial management, and project cycle management procedures
6: Promote policies that increase the availability and ability to afford equipment, spare parts, and inputs for environmental control, monitoring and pollution prevention	No policy measures were established for this tranche
Reduced Industrial Pollution:	
8: MOEA/EEAA and concerned GOE entities develop improved systems and capacity for monitoring, inspection, and testing to ensure compliance with industrial pollution policies	No policy measures were established for this tranche
9: MOEA/EEAA in cooperation with industrial stakeholders and relevant GOE entities develops pollution reduction	EEAAA, in association with Investors Group and relevant stakeholders, designs and initiates implementation of the Integrated

OBJECTIVES	TRANCHE 1 POLICY MEASURES
strategies through a higher rate of regulatory compliance	Environmental Management System for the Tenth of Ramadan industrial city
10: Strengthen the capacity of public and private sector to provide consistent and reliable environmental assessment services that will support industrial compliance with environmental policies and regulations.	No policy measures were established for this tranche
Improved Solid Waste Management:	
11: Improve efficiency and performance of the solid waste management systems through a combination of strategic planning, improved administration, greater public awareness, and more active participation in the private sector	EEAA, through a national consultation process, develops a national Municipal Solid Waste (MSW)) management policy including institutional, technical and economic components, national targets, and recommended options for the segregation, collection, and disposal of MSW
Natural Resources Managed for Environmental Sustainability:	
12: Provide protection for the Egyptian Red Sea coral reefs, islands, and linked ecosystems of importance	GOE expands the Red Sea Protectorate to include other islands, coral reefs, and linked coastal ecosystems of importance. EEAA staffs the management unit needed to administer these areas including the provision of basic equipment
13: EEAA encourages environmentally sustainable development of the Red Sea coast through an improved environmental impact assessment (EIA) process	Chief Executive Officer (CEO) of EEAA issues a policy directive which clarifies the roles and responsibilities for EIA review and approval of coastal projects by various departments within EEAA, the TDA, Governorates, and other relevant authorities and begins enforcement of this policy directive in the Red Sea governorate

Appendix B:

Policy Objectives for EEAA and PSU, Tranche II

The table below is extracted from the workplan presented at the launch meeting for Tranche II (26-27 September 2001, Pyramids Park Inter-Continental Resort).

OBJECTIVES	TRANCHE 2 POLICY MEASURES
Red Sea Conservation	
1: Enhanced management and conservation of Red Sea coral reefs, islands, and linked ecosystems of importance	<p>EEAA further develops its institutional and technical capacity to manage and protect the Red Sea</p> <p>EEAA develops revenue generation and funding mechanisms for the Northern Zone</p> <p>EEAA develops a Red Sea Southern Zone Conservation Management Plan, including a mooring buoy strategy, for select high-priority coral reef, island, and terrestrial areas</p>
Economic Measures for Environmental Management	
2: Financial and economic sustainability integrated into environmental policies	<p>EEAA adopts measures to increase revenues for the Environmental Protection Fund</p> <p>GOE adopts economic instruments to improve environmental performance</p>
Reduced Industrial Pollution	
3: Increased compliance with Law 4	<p>GOE implements a hazardous waste management system as required by Law 4.</p> <p>EEAA institutionalizes inspection oversight at the central level.</p> <p>Industries engage in voluntary compliance with best environmental practices (non-policy technical assistance)</p> <p>Industries operationalize an environmental fund in the 10th of Ramadan Industrial City (non-policy technical assistance)</p>
Institutional Strengthening	
4: Increased GOE capacity to conduct long-term strategic planning, policy formulation, analysis, and coordination	EEAA develops and approves a 5-year plan to provide strategic direction to the Agency.

OBJECTIVES	TRANCHE 2 POLICY MEASURES
	<p>EEAA develops and adopts a strategic National Environmental Disaster Contingency Management Plan.</p> <p>GOE develops the governorate Environmental Management Units organizationally, and specifies their roles and responsibilities for decentralized environmental management.</p> <p>GOE strengthens its RBOs, with emphasis on the Middle Delta (non-policy technical assistance)</p>

Appendix C: Training Summary for Tranche II

The following tables are reproduced from an internal report by PSU's Training Specialist, dated 19 September 2002. Because the training for Tranche II is planned to continue, this summary should not be construed as final.

1. Training Implemented (as of 19 September 2002)

Activities	Training Type	Number of Participants in the Plan	*Actual Number of Attendees	Timeframes of Activities (All in 2002)
How to Classify Hazardous Waste	Short course	60	60	1 st iteration: June 8 – 11 2 nd iteration: June 15 – 18 3 rd iteration: June 22 – 25
Institutionalization of Hazardous Waste Permitting Guidelines	Study tour	11	11	July 14 – 26
Hazardous Waste Conference	Conference	2	1	May 21 – June 2
Pollution Prevention Inspection Training – Fertilizer Industry	Short course	60	60	1 st iteration: August 3 – 8 2 nd iteration: August 10 – 15 3 rd iteration: August 17 – 22
Oil Refinery Inspection Training	Short course	60	*	1 st iteration: Aug 31 – Sep 5 2 nd iteration: Sep 7 – 12 3 rd iteration: Sep 14 – 19
Role of EMS in Pollution Prevention	Study tour	9	6	Sep 8 – 22
Crisis Management Course - I	Short courses	12	12	June 23 – 26
Crisis Management Course - II	Short course	6	6	July 14 – 18
RBO Regional Computer Training	Short courses	140	*	May 20 – September 28
RBO Regional English Language Training (Suez, Mansoura, Tanta)	Short course	55	*	July 24 – October 3
Alexandria RBO English language Training	Short course	23	*	June 20 – Sep 2
Strategic Planning	Short course	24	*	1 st iteration: May 25 – 30 2 nd iteration: June 1 – 6
Project Management	Short course	24	*	1 st iteration: July 21 – 25 2 nd iteration: July 28 – Aug 1
Monitoring & Evaluation	Short course	24	*	1 st iteration: Sep 1 – 3 2 nd iteration: Sep 8 – 10
Logical Framework Analysis	Short course	30	*	1 st iteration: June 1 – 6 2 nd iteration: June 18 – 23
Red Sea Mapping Methodology	Short course	30	30	1 st iteration: June 29 – July 3 2 nd iteration: July 6 – 10
Red Sea Induction Course	Short course	15	15	June 27 – 29
Red Sea TOEFL Prep Course	Short course	8	8	Aug 10 – Sep 2
Red Sea ArcGIS 8.1 Computer	Short course	10	10	April 14 – 18

Course – I				
Red Sea ArcObject Computer Course– II	Short course	5	5	April 21 – 25
US Park Management Internships	Internships	6	1	Aug 22 – Sep 14
US-based Integrated Coastal Zone Management Course	Short course	2	2	May 23 – June 22
EEPP Cross-Cutting Monitoring & Evaluation Course	Short course	11	*	Sep 10 – 12
EEPP Cross-Cutting Developing Action Plans	Short course	3	*	Aug 4 – 6
EEPP Cross-Cutting Team Building and Coordination	Short course	12	*	July 7 – 9

* Not currently available.

2. Training Cancelations (as of 19 September 2002)

Activities	Training Type	Number of Participants in the Plan	Cancellation Justification
Inspection/Compliance Conference	Conference	4	Difficulties in processing visa of Costa Rica
Project Appraisal	Short Course	20	Revised timeframe was not identified by EEAA
European Environmental Funds	Study tour	4	Withdrawal of EEAA primary candidate
Red Sea Park Planning and Management Course	Short course	20	DT2 did not receive any proposals from prospective providers
Nature Conservation Conference	Conference	3	Conference postponed and later canceled – no other conferences were identified

3. Training Procured through Third-Party Providers

Activity	Training Type	Actual Number of Attendees	Actual Timeframes
Red Sea Visual Basic Computer Training Course I and II	Short courses	2	February 13 - 17

4. Training Planned and in the “Pipeline” (as of 19 September 2002)

Activity	Training Type	Number of Attendees	Proposed Timeframes
Role of EMS in pollution prevention	Study tour (U.S.)	*	September 8-22
Decentralization and institutional development	Study tour (U.S.)	*	September 28 – October 12
Environmental disasters	Study tour (U.S.)	*	September 22 – October 5
Emergency funds	Study tour (U.S.)	*	September 22 – October 2
Marine park management (visitation by U.S. senior official from Florida Keys National Marine Sanctuary)	Professional exchange	*	November
English language training and testing program (ELTTP)	Course	*	September 10 – December 17
English language training for Suez, Mansoura, and Tanta RBOs and 3 EMUs in the Middle Delta	Short courses	*	Through October 7
RBO computer training	Short courses	*	Through September 28
English language (TOEFL preparation) for Red Sea rangers	Short course	*	In progress
Boat captain training for Red Sea rangers	Short course	*	October 5-21
Confrontational strategies of a selected disaster	Workshop	*	October 12-14
Permitting and storage guidelines for hazardous wastes	Short courses	*	September 24-25 and October 8-9 (permitting guidelines) September 29 and October 13 (storage)
Advanced EMS training	Short course	*	October 20-22
Operational planning and management for EEAA, PFTC, RBOs, and EMUs	Short courses	*	October 2-4 (EEAA dept. heads) October 7-13 (PFTC and CIU) October 14-20 (Tanta RBO and Middle Delta EMU)
Economic evaluation and policy	Short course	*	September 29 – October 3
Human resources management	Short courses	*	September 21-29 and October 7-15

* Not currently available.